I. Introduction

A. Purpose

The Department of Transportation ("Caltrans") is responsible for more than 15,000 miles of highway and freeways and its mission is to improve mobility across California. The Department has more than 23,000 employees with an annual budget of about $10 billion. Headquartered in Sacramento, the Department also has 12 district offices throughout the State.

B. Activities

1. The Department builds and maintains state highways, freeways and bridges.

2. The Department provides rail passenger services under contract with Amtrak.

3. The Department provides technical assistance and loans to more than 100 of California's general aviation airports.

4. The Department also administers a substantial local assistance program for cities, counties and transit operators.

II. Program Metrics

In connection with the Performance Improvement Initiative, the Department lists 21 metrics in four major program areas:

A. Capital/Environmental

1. Annual Capital Expenditures tracks the expenditure of funds over a series of years (1988/89 through 2002/03), and shows a major increase in the last few years, but is not adjusted for inflation.

2. Project Delivery shows the % and numbers of projects and dollar values of projects delivered, based upon the plan for their delivery. Based upon a 90% goal for projects and 100% of value, these metrics show that they have been meeting or exceeding their goals for the past several years.

3. Delivery Plan metrics measure the delivery of environmental documents, right-of-way certifications and bid documents, and % of construction contracts completed in relation to the plans for these items. With targets ranging from 75-90% of the plans, these metrics show that they have increased their success in all these areas and achieved the targets for all four in 2002/03.

4. Environmental Streamlining metrics list a number of initiatives taken to make the processing of environmental documents and acquisition of environmental permits more efficient and less time-consuming, and shows the % and number of State Transportation Improvement Plan (STIP) and State Highway Operations and Protection Program (SHOPP) environmental documents delivered. These two metrics show increased accomplishment in relation to the % complete for STIP documents and a reduction in both numbers and % complete for SHOPP documents.

5. Efficiency Analysis shows the number of departmental personnel hours used per $1 million expended, and shows that, for both SHOPP & STIP, the hours spent have gone down between 1992-1997 (an average of 1,763 hrs./$1M for SHOPP, and 1,921 for STIP) and 1997-2002 (1,231 for SHOPP and 1,402 for STIP). In addition, several benchmarking comparisons with other states are included, showing California in the mid-range among the other states measured.

B. Maintenance and Operations

1. Road Smoothness measures the % of rough miles of road per vehicle mile traveled based on an international standard. The metric shows that the % has varied from 2.2 % in 1998, to a high of 4.9% in 1999, to 3.8% in 2002.

2. Pavement Condition measures the number of lane miles in poor structural condition or bad ride quality. This measurement shows that these miles were 14,095 in 1995/96, reached a high of 15,572 in 1999/2000, achieved a low of 10,421 in 2001/02, and were 11,356 in 2002/03.

3. Level of Service is a metric based on an evaluation of a randomly selected 10% of the state's highways and features all aspects of maintenance efforts such as pavements, roadsides, litter/debris, snow and ice control, drainage, electrical, and safety. These measurements vary between 75-90 (on a scale of 1-100) for the period of spring 1998 to fall 2003, and show a slight overall improvement but with some downturn in 2003.

4. Number of Structural Deficient/Functionally Obsolete bridges are reported to the Federal Highway Administration annually. Bridges are coded based upon the National Coding Guide for Structures Inventory and Appraisal and the measurements show that local bridges have hovered around 23% for the period 1997 to 2003 (dipping below 20% in that final year), while state bridges have ranged from a high of just over 15% in 1998 to under 15% in 2003.

5. Bridge Health Index (BHI) Metric measures a variety of factors using quantitative condition data, and the Department's goal is to not have more than 5% of bridges with a BHI of less than 80 (out of a possible 100). The metric shows that the number of bridges with a BHI less than 80 has been reduced from 6% in 1996 to roughly 4% in 2002.

6. Fatal and Injury Rates measures the number and severity of traffic collisions on the state highway system. Fatalities/100M miles generally decreased from about 1.6 in 1993 to roughly 1.3 in 2001, and ranked favorably compared to other states. The fatality+injury rate also shows a decrease.

7. Employee Safety is a numeric value calculated utilizing a nationally recognized formula and shows a decline from 10.40 in 1997 to 8.88 in 2002, but shows that this is still higher than several comparable states in 2002.

C. Local Assistance

1. Performance metric "% of federal funds obligated" is the ratio of Obligation Authority Delivered (to locals) to the Obligation Authority Available and ranges from a low of 43% in 1998 to a high of 153% in 2000 and 104% in 2003.

2. The Department also benchmarks the size of staff to the dollars delivered compared to two other states, with California showing as the best with $4.33M delivered per personnel year.

D. Division of Rail

1. Annual Ridership shows the number of passengers carried on three state-supported intercity rail lines (Pacific Surfliner, San Joaquin and Capitol Corridor) for the years 1993/94 through 2002/03, and shows a steady increase for these years. The largest number is for the Pacific Surfliner, but the Capitol Corridor has a greater % increase.

2. Weekday Round Trip Frequencies shows the same information for round trips and also shows a steady growth, with the bulk of the growth in the Capitol Corridor.

3. Farebox Ratio is the ratio of revenue to expense and shows that the Pacific Surfliner ratio has been at 50% for the past three fiscal years, with the San Joaquin averaging a little over 40%, and the Capitol Corridor between 35 and 40%.

4. Passenger Miles per Train Mile reports the average load on a train over its route and shows a fairly even rate for the San Joaquin and Capitol Corridor and more fluctuation for the Pacific Surfliner. The range over the period 1993/94 through 2002/03 was a low of 85 passenger miles per train mile (San Joaquin) and a high of 138 (Pacific Surfliner).

5. Annual Ridership compares ridership on the California lines with comparable rail services in other states from 1997 to 2003, and shows a much greater ridership on the California lines.

6. Weekday Round Trip Frequencies compares the frequencies with comparable lines in other states between 1997 and 2003, with an increase in the already larger California lines and a growth in those lines while other states remained fairly level.

7. Passenger Miles per Train Mile compares California's intercity passenger rail service with comparable rail service in other states. Of 8 lines compared, 7 (including California) are fairly even at 90 to 100 passenger miles per train mile for 2000 through 2002; Pacific Surfliner increased to about 110 in 2003.

III. Benchmarking

A. Capital/Environmental

1. One benchmark is to compare (with the states of Florida, Texas, North Carolina, New York, and Washington) the percent of support costs to right-of-way, engineering, and construction costs. The 5-year average shows a range of 17% (Texas) to 38% (Washington) with California in the middle at 27%. Also included are snapshots of measures reported by other states in a variety of areas with no real comparison to California.

B. Maintenance and Operations

1. Traffic Operations has one benchmark that compares fatalities per 100 million vehicle miles for 1993-2001 with the states of Florida, Texas, Illinois, Washington, and the national average. The rates for all of the states have decreased during this time, with California and Washington having the lowest rates, going from about 1,500 to about 1,250. The national average went from about 1,750 to 1,500 and the highest state, Florida, went from around 2,200 to about 1,900. However, in the last two years, both Washington and California increased slightly.

C. Local Assistance compares the dollars delivered per staff person with Pennsylvania and New York. California is used as the standard at $4.33/Personnel Year, with Pennsylvania at 72% of that and New York at 37.5% of California's rate.

D. Division of Rail compares ridership on the California lines with 6 comparable rail services in other states, from 1997 to 2003. California's ridership is much greater. Weekday Round Trip Frequencies compares the frequencies with comparable lines in other states between 1997 and 2003. Other states remained fairly level while California had an increase in frequency in many of its lines, especially the Capitol Corridor.

IV. Department Website (*http://www.caltrans.ca.gov*)

A. Online services offered

Caltrans' website provides background on Caltrans, office locations, news, public notices, recruitment, access to live traffic cameras and information on traffic incidents, educational materials and links to other websites.